

STUDENT ID NO										

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2018/2019

TKM3151 – KNOWLEDGE MANAGEMENT

(All sections / Groups)

30 MAY 2019 2.30 pm – 4.30 pm (2 Hours)

INSTRUCTIONS TO STUDENT

- 1. This question paper consists of 3 pages with **FIVE** questions only.
- 2. All questions carry equal marks and the distribution of the marks for each question is given.
- 3. Please write all your answers clearly and neatly in the Answer Booklet provided.

QUESTION 1

(a) Describe **THREE** factors that justify the adoption of Knowledge Management (KM) in an organisation.

[3 marks]

- (b) Briefly explain the SIX stages of the typical knowledge management life cycle.

 [3 marks]
- (c) Describe **TWO** strengths of Nonaka and Takeuchi's Knowledge Spiral Model.

 [4 marks]

QUESTION 2

(a) As a knowledge engineer, illustrate the phases of knowledge acquisition. For each phase, what are the activities that you would conduct?

[4 marks]

(b) How would you facilitate knowledge sharing in your company to ensure a successful implementation of knowledge sharing policies?

[3 marks]

(c) Identify the activities that you could conduct to facilitate knowledge application in a large organisation. Use a suitable organisation as an example.

[3 marks]

QUESTION 3

(a) Distinguish the **FOUR** types of organisational cultures.

[4 marks]

(b) What is learning organisation? Why is it becoming increasingly recognised as the next-generation of organisational learning?

[2 marks]

(c) Give an example of a KM tool for each stage of Dalkir's integrated KM model respectively. Describe how these tools fulfil the corresponding function of the respective KM stage.

[4 marks]

Continued...

QUESTION 4

(a) Explain **FIVE** organisational learning disabilities.

[5 marks]

(b) Describe common differences between a manager and a leader.

[5 marks]

QUESTION 5

- (a) Compare **ONE** main difference between a *Balancing loop* and a *Balancing system*. [3 marks]
- (b) Imagine you are trying to identify the impact knowledge management has had on a project team's attitudes and behaviors in relation to knowledge sharing. Outline how you would respond to the following questions:

i. What should be measured? [1 mark]
ii. Who should contribute to the evaluation? [1 mark]
iii. How should the evaluation be conducted? [1 mark]
iv. How will the results be used? [1 mark]

[4 marks]

(c) Your company plans to advocate a KM program. Identify **THREE** main roles needed for this purpose.

[3 marks]